

THE ARMY PLAN (FY00-15), FINAL COORDINATION DRAFT, 16 JANUARY 1998

Proponent

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Definition

US Army Core Competency - Soldiers, and those who support them, prepared to conduct prompt and sustained operations throughout the entire spectrum of military operations in any environment that requires land-force capabilities.

Army Mission Areas:

Win the Land Battle. Conduct decisive operations in any environment to dominate opposing forces and deny strategic objectives to the enemy. These operations include fighting and winning Major Theater Wars (MTWs).

Conduct Peacetime Operations. Provide forces and capabilities to conduct military operations in support of preventive defense and engagement strategies. This area includes such missions as humanitarian assistance, peacekeeping, noncombatant evacuation, and SSC.

Promote Regional Stability. Provide capabilities to conduct interactions abroad and at home, between any element of the Total Army with the militaries, governments, and people of other nations to shape the international security environment in ways that are favorable to the U.S.

Perform Other Missions. Provide the capabilities to conduct NCA authorized operations in support of U.S. Interests. Additionally, provide the capabilities to conduct domestic and other operations in support of civil authorities. These operations include domestic disaster relief, counter drug operations, counter-terrorism, counter-proliferation operations, and hostage rescue.

Achieve Dominant Battlefield Awareness/Information Dominance. The process of ensuring that ground component forces achieve and maintain both superior knowledge of their battlespace, and information dominance throughout the spectrum of operations, including the conduct of offensive and defensive information operations in both Joint and Combined environments.

Deploy the Force. Provide capabilities to assure timely global projection of forces by land, air and sea across the full spectrum of operations.

Protect the Force. Protect the Force (PTF) Mission Area (Force Protection) is a holistic approach to achieve a multi-layered, seamless architecture of protection from the full array of enemy weaponry and electronic systems in both strategic and operational environments. It must apply organizational, materiel, and procedural solutions to the challenge of protecting soldiers, information, and equipment across the full spectrum of operating environments.



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Sustain the Force. Provide focused logistics and trained personnel, coupled with a responsive industrial base and infrastructure, to support force readiness, deployment, and sustainment operations at the strategic, operational, and tactical levels, over the entire spectrum of operations.

Generate the Force. Plan for, develop, acquire, and field high-quality personnel and equipment to support the Army priorities of readiness, modernization, and quality of life (QOL) that delivers a Total Force, enabling the successful accomplishment of Army missions across the full spectrum of military operations.

Maintain Force Readiness. Assure Active Component (AC) and Reserve Component (RC) units achieve assigned levels of operational readiness necessary to perform the full range of assigned missions throughout the entire spectrum of operations. Provide for future force readiness through continuous technology and systems modernization as well as concept development leading to capability enhancements.

Synopsis

The Army's strategic planning horizon extends to the year 2025. The Army Plan (TAP) FY00-15 focuses primarily on the program years (FY00-05) plus ten years. TAP presents comprehensive and cohesive strategic, mid-term planning, and programming guidance that addresses the Army's enduring core competency over this sixteen year time period.

The document identifies trends and sources of conflicts such as demographics (aging population), geopolitics (states loosely aligned) and the environment (loss of natural resources). It highlights the Army After Next's report that the forces of the future have to be physically fit, emotionally resilient and mentally prepared.

This document sets the direction and provides a focused and consistent theme for developing the Army's program and budget. This TAP starts with the strategic core competency (that is, ends) and translates it into capabilities (that is, ways for accomplishing the ends), which ultimately produce the program and budget (that is, means). The approach provides a coherent context for explaining and defending the Army's programs and budgets. Explaining the Army's budget effectively is essential to obtaining appropriations and authorizations that provide the means to move along the azimuth to the future.

It emphasizes that the Army needs to explain why the Department of Defense (DOD), Congress and the American people should approve, authorize, and appropriate funds for the Army. The Army's planning, programming, budgeting, and execution systems should enable the Army to explain what it provides to the American people--*the return on their investment*.

TAP FY00-15 is considered both a product and a process, and both are new. The goal is to provide stronger planning guidance, strategic as well as mid-term, from the planners to the programmers and budgeters. This stronger planning guidance focuses on what the Army must do now and in the future, and the kinds of capabilities for accomplishing these missions.

This TAP focuses on the Army's customers: the DOD and the Congress in terms of approving, appropriating, and authorizing; the Commanders-In-Chief (CINCs) in terms of delivering force; and America's soldiers. The TAP meets the soldier and CINC requirements, and satisfies the information needs of DOD and the Congress. To do this TAP uses Mission Areas (MAs) and Operational Capabilities (CINC's and soldiers' orientation), as well as the Secretary of Defense's elements of strategy, as fundamental building blocks for Army planning.

The document states planners and programmers will use the 10 Army mission areas to ensure that the Army develops and maintains the capabilities the CINCs require. The basis of the mission areas are the critical activities that the Army performs and are the analytical building blocks for planning and programming the capabilities-based, threats-adaptive Army required for today and tomorrow. The Army's operational forces provide a broad range of capabilities to support the

CINCs in the successful achievement of operations in four Army mission areas: *winning the land battle, conducting peacetime operations, promoting regional stability, and performing other missions*. Additionally, the Army's operating and generating forces provide essential capabilities from six other mission areas that enable the CINCs to accomplish their assigned missions. These six mission areas are: *achieving dominant battlefield awareness (information dominance), deploying the force, protecting the force, sustaining the force, generating the force, and maintaining force readiness*. Collectively, these ten mission areas incorporate the full spectrum of Army capabilities that support our strategic purposes and the nation's military strategy.

They describe the organizational structure of the Mission Areas as the DA Mission Essential Task List (METL):

- ◆ Mission Areas reflect a series of broad activities the Army will have to perform now and in the future.
- ◆ Operational Tasks (OTs) are the primary things to do in each MA.
- ◆ Operational Capabilities enable the Army to accomplish the tasks under various conditions.
- ◆ Performance Standards address both requirements under optimal conditions, and how much is critical, essential or adequate to accomplish the task with acceptable risk.

An example for "Win the Land Battle" Mission Area is presented below:

- Mission Area: Win the Land Battle
 - Operational Task: Maintain rear area security
 - Operational Capability: Provide forces and equipment to secure communication (LOC)
 - Performance Standard: Ensure sufficient forces and equipment to secure designated LOCs IAW operational requirements

Note: It would have been better to use a preventive medicine task like "preserve fighting strength", however, we are awaiting the TAP definitions for all the operational capability and performance standards. Overall, 121 Operational Tasks, 789 Operational Capabilities, and 1248 Performance Standards were identified. (Annex B states there is an Access Database for the complete breakout of Operational Tasks, Operational Capabilities, and Performance Standards.)

The elements of strategy articulated in the Defense Planning Guidance (DPG FY99-03) are *Shape the International Environment, Respond to the Full Spectrum of Crises, and Prepare Now for an Uncertain Future*. The document describes these elements as:

- ◆ *Shape the International Environment*. Using all dimensions of U.S. influence, shape the international security environment in ways favorable to U.S. interests. The Armed Forces help shape the international environment primarily through their inherent deterrent qualities and peacetime engagement. Three aspects characterize *shape*: (1) efforts to promote regional stability; (2) efforts to prevent or reduce conflicts and threats; and (3) efforts to deter aggression and coercion on a day-to-day basis. To do so, DOD employs a wide variety of means including: forces permanently stationed abroad; forces deployed temporarily and rotationally; and programs such as security assistance (SA), International Military Education and Training (IMET) programs, etc.

- ◆ *Respond to the Full Spectrum of Crises.* Maintain the capability to respond to the full spectrum of threats/contingencies in order to protect our interests, demonstrate our resolve, and reaffirm our role as a global leader. *Respond* is also characterized by three aspects: (1) deterring aggression and coercion in crisis; (2) conducting smaller-scale contingency (SSC) operations; and (3) fighting and winning major theater wars (MTW). Given the strategic environment, forces may have to respond to contingencies across the full range of military operations while conducting concurrent smaller operations. It is likely the U.S. would have to disengage substantially from activities and operations not deemed vital in order to posture its forces to deter and defeat aggression in a second MTW. Maintaining a credible force-in-being, capable of responding to concurrent contingencies, is an important stabilizing influence.
- ◆ *Prepare Now for an Uncertain Future.* Prepare now for the threats and dangers of an uncertain future by transforming U.S. combat capabilities and support structures to be able to shape and respond effectively well into the 21st century. We must meet our requirements to shape and respond in the near term, while simultaneously transforming U.S. combat capabilities and support structures to be able to shape and respond effectively in the face of future challenges. We must strive for full spectrum dominance. *Prepare* is characterized by 4 aspects: (1) pursue a focused modernization effort to ensure continued U.S. military superiority over time; (2) continue to exploit the Revolution in Military Affairs (RMA); (3) exploit the Revolution in Business Affairs (RBA) and Revolution in Military Logistics (RML); and (4) insure or hedge against unlikely, but significant, future threats in order to manage risk in a resource-constrained environment and better position DOD to respond effectively to new threats as they emerge.
- ◆ In addition to supporting these elements of strategy, the Army needs to prepare for other missions; foremost among these is *Support to the Nation*. These include, but are not limited to, disaster relief, counter-drug operations, Army civil works, environmental stewardship, and other support such as the Olympics. The Army will not size and structure for domestic missions. However, these missions are important to the Army. The result is that some of these missions use the resources and capabilities programmed and developed to support the Secretary of Defense's elements of strategy.

In addition, TAP is a proactive planning process. The intent is to develop and move systematically from strategic planning into mid-term planning, and finally into programming guidance. The three sections of TAP FY00-15 are:

- ◆ **Section I, Army Strategic Planning Guidance.** The ASPG provides strategic, long-term planning guidance to the rest of TAP, other Army strategic planning documents, and the Army. Since the strategic guidance frames the case for the future Army, we can use it to influence evolving Office of the Secretary of Defense (OSD) and Joint decision making. (As a result of the Army revising their strategic planning process.)
- ◆ **Section II, Army Planning Guidance.** This section focuses on the ways of accomplishing the core competency, "the capability to conduct prompt and sustained operations on land throughout the entire spectrum of military operations." Different from prior TAPs, the focus here is on the activities or primary components of the core competency and the essential Operational Capabilities. The Army identified ten Mission Areas to accomplish its core competency. (Focuses on Operational Capabilities and Performance Standards (PSs), Section II and the related Annex on capabilities; and provides a solid foundation to support the Government Performance and Results Act (GPRA) requirements for business planning.) Section two contains ten tabs with detailed mission area summaries and presents a matrix of how mission area operational tasks relate to the elements of strategy. Linking the Army's Operational Tasks to the Secretary of Defense's elements of strategy and other DOD and national level strategic guidance articulated in Section I is important because it provides powerful justification for the resources that are applied to those tasks. This is

vital for the Army as the competition for scarce resources intensifies within DOD. An example for the “Win the Land Battle” Mission Area is at the end of this synopsis:

- ◆ **Section III, Army Programming Guidance Memorandum (APGM).** TAP includes the APGM to maintain the continuum of guidance from strategic planning into mid-term planning, and finally into programming guidance. The intent is ultimately to build the programming guidance and the Army’s POM from the ASPG and Army Planning Guidance. (Programmers have already used these capabilities to review and revise resource tasks for release later as Section III.)

What Does This Mean for Military Public Health?

The tempo and complexity of military operations have continued to increase since the end of the Cold War. Emerging operational requirements establish the need for preventive medicine services that optimize human performance. The necessity to provide health threat assessments, appropriate countermeasures, and relevant information to the requesting commanders or policy makers in a near real time mode is a requirement for which we only have limited capability. The coordinated efforts of preventive medicine experts with their DoD and US Alliance counterparts will benefit our nation’s political and military strategies. We need to adopt the following themes common to other planning documents on our list:

- ◆ evaluate and optimize the use of technology to obtain, evaluate, and disseminate this integrated health information to commanders, policy makers and individuals who can act to influence health and prevent diseases and injuries to provide us with a near real time capability;
- ◆ demonstrate the effectiveness of environmental health, occupational health and health promotion in minimizing risk and optimizing readiness, fitness, and health;
- ◆ critically rethink, redesign, or eliminate those product and service processes that are inefficient;
- ◆ integrate Joint Force Medical protection concepts with Army Force Protection concepts to meet the challenges of Joint Vision 2010 and the AAN.
- ◆ look at all our products and services to determine if their use results in promoting and maintaining a healthy and fit Force capable of operating effectively in the 21st century;
- ◆ focus on value added products and services that will help shape the international HP & PM environment of tomorrow;
- ◆ disseminate current integrated health information for decision support to commanders, policy makers and individuals who can act to influence health and prevent diseases and injuries;
- ◆ work to develop an international collaboration program;
- ◆ increase and foster individual contact with our allies’ health promotion and preventive medicine personnel;
- ◆ incorporate health promotion and preventive medicine principles and their role in international collaboration in military courses such as those taught at the AMEDD Center and School, other military service medical schools, Army, Air, Naval, and Marine Corps War Colleges, Armed Forces Staff College, NATO staff officer orientation course, and military senior NCO Academies;
- ◆ partner with private industry, other nongovernmental, and governmental agencies for identification and integration of best practices;
- ◆ assist with the development of a Joint service approach in addressing the health promotion and preventive medicine needs of commanders, especially the CINCs;

- ◆ work closely with the research, development , and acquisition communities. We must assist the Army Medical Department (AMEDD) Center and School and other service schools in developing innovative state-of-the-art solutions to address lessons learned and doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS) deficiencies to meet the challenges of Joint Vision 2010 and the requirements for the Army After Next;
- ◆ be aware of the of the Future Operational Capabilities (FOCs) that are relevant to preventive medicine and how we can assist in achieving these capabilities;
- ◆ USACHPPM could serve as a center of excellence for the full spectrum of health promotion and preventive medicine services in managing the health of our soldiers and beneficiaries;
- ◆ create a common culture throughout the DoD that values health and fitness. We will focus on value added products and services that will increase our ability to help shape the international HP & PM environment of tomorrow;
- ◆ integrate comprehensive, population-based functional and surveillance medical information systems such as: DMSS, DOHRS, DVIS, DEESS, HHA, MIDI, etc.;
- ◆ organize to provide commanders health risk information they can use to make informed operational decisions;
- ◆ develop and implement dynamic USACHPPM strategic and performance plans and prepare and disseminate an annual performance report;
- ◆ determine cost avoidance and cost-effectiveness of preventive medicine and health promotion programs;
- ◆ establish priorities for all preventive medicine products and services;
- ◆ develop performance measures for all levels of preventive medicine and health promotion organizations to evaluate success and report these performance measures at In Process Reviews;
- ◆ recommend programmatic or corporate changes based on reporting;
- ◆ demonstrate the value added of products and services;
- ◆ shift the focus from managing care to managing health;
- ◆ target our diminishing resources to promote and maintain individual health for the Total Force (military, civilian, and family members);
- ◆ develop the capability to collect, integrate, store, analyze, report and transmit assessment data to track total force health. This is critical for military leaders; it is the foundation for force protection. A comprehensive military health surveillance system establishes a template and process for achieving this objective;
- ◆ assist in development of AMEDD specific curricula for health promotion and preventive medicine for required officer and enlisted specialties;
- ◆ assist in the development of health promotion and preventive medicine curricula for all other service schools basic officer and enlisted, advanced individual training, and senior service schools. The curricula must stress the connection between health promotion and preventive medicine and commander's Force protection policies;
- ◆ support development of soldiers who are physically fit, emotionally resilient and mentally prepared.

Example Relating Operational Tasks Vs Elements of Strategy

Below are the operational task codes and descriptions along with the matrix showing the relation of mission area operational tasks relate to the elements of strategy. Linking the Army's Operational Tasks to the Secretary of Defense's elements of strategy and other DOD and national level strategic guidance articulated in Section I of TAP FY00-15 is important because it provides powerful justification for the resources that are applied to those tasks. This is vital for the Army as the competition for scarce resources intensifies within DOD. An example for the Win the Land Battle Mission Area is at the end of this synopsis. We extracted this example is directly from "Tab 1- Win the Land Battle" of the document. I bolded those codes that should have direct preventive medicine involvement.

OPERATIONAL TASK CODE DESCRIPTIONS

ac	Defend US deployed forces, interests & friendly forces against opposing attacks using weapons of mass destruction (WMD)
ad1	Locate, Suppress and Destroy opposing WMD
ag2	Suppress (deny, disrupt, degrade, deceive, & destroy)opposing space operations including satellites & ground stations
ah1	Provide early warning, tracking, and destroying of missile & air attack
ai	Support Communications (Space)
aj2	Provide geospatial data and products to Army forces
ak1	Provide attack assessment to ID targets
al3	Suppress and destroy opposing air defenses and C4I
am2	Protect friendly forces from air attack including opposing cruise or ballistic missiles
ar2	Fix and destroy OPFOR in operational depth
as	Repel opposing attacks on land
at	Maneuver friendly forces into advantageous position
ax2	Maintain rear area security to include installation and LOC security
az1	Disrupt, distort, suppress, or destroy opposing C4I supporting infrastructure
ba	Conduct deep attack
bc	Conduct opposed amphibious landing
bd	Conduct opposed heliborne assault
be	Conduct opposed airborne assault
bw2	Manage displaced persons operations
bw1	Conduct post hostility operations
bz1	Collect and process information on results of friendly fires
ca2	Acquire and disseminate intelligence on opposing forces
cb3	Develop and disseminate situational awareness
cd	Reduce will of opponent to fight
cu1	Provide interoperable Joint and Combined communications
cv3	Provide simultaneous C4I
cx2	Exercise Combined Command and Control
db3	Establish & maintain secure LOCs
de	Conduct Civil Military Operations
et	Conduct RSOI
eu	Establish and protect safe areas for civilians
ev	Clear casualties from battlefield
ew	Preserve fighting strength
ms	Provide model and simulation technologies to enhance warfighter rehearsal and evaluation of operations

MATRIX OF OPERATIONAL TASK CODES VERSUS ELEMENTS OF STRATEGY

<i>Mission Area: Win The Land Battle</i>					
OT	How the OT Applies to Elements of Strategy				
	Shape	Respond	Prepare	Spt Nation	Other
ac		X			
ad1	X				
ag2	X	X			
ah1	X		X		
ai	X		X		
aj2			X		
ak1	X	X			
al3	X	X			
am2	X	X			
ar2	X	X			
as	X	X			
at	X				
ax2	X	X		X	
ba	X	X			
bc	X	X			
bd	X	X			
be	X	X			
bv2		X		X	
bw1				X	
bz1	X		X		
ca2	X		X		
cb3	X	X			
cd	X	X			
cu1	X		X		
cv3	X	X	X		
cx2	X	X			
db3	X		X		
de	X	X		X	
et	X		X		
eu	X	X		X	
ev	X	X			
ew	X	X			
ms	X		X		